

**REPORT OF THE  
BOARD OF DIRECTORS OF THE  
COOK COUNTY HEALTH AND HOSPITALS SYSTEM**

**NOVEMBER 13, 2008**

**ATTENDANCE**

**Present:** Chairman Warren L. Batts; Vice Chairman Ramirez and Directors Hon. Jerry Butler; David Carvalho; Quin R. Golden; Benn Greenspan, PhD, MPH, FACHE; Sister Sheila Lyne, RSM; Luis Muñoz, MD, MPH; Heather E. O'Donnell, JD, LLM and Andrea Zopp (10)

**Absent:** Director David A. Ansell, MD, MPH (1)

**Also Present:** Randall Mark – Director of Policy Analysis, Cook County Health and Hospitals System; Jeff McCutchan – Supervisor, Transactions and Health Law Division, Office of the State's Attorney; Matt Powers – Health Management Associates; Elizabeth Reidy - Deputy Chief, Civil Actions Bureau, Office of the State's Attorney; Deborah Santana – Office of the Secretary to the Board of Commissioners of Cook County; David R. Small – Interim Chief Executive Officer, Cook County Health and Hospitals System; Bruce Washington – Director, Cook County Office of Capital Planning and Policy

**Ladies and Gentlemen:**

Your Board of Directors of the Cook County Health and Hospitals System met pursuant to notice on Thursday, November 13, 2008 at the hour of 7:30 A.M. at Stroger Hospital, 1901 W. Harrison Street, in the fifth floor conference room, in Chicago, Illinois.

Your Board of Directors has considered the following items and upon adoption of this report, the recommendations follow.

Deborah Santana, of the Office of the Secretary to the Board of Commissioners of Cook County, called the roll of members and it was determined that a quorum was present.

Chairman Batts indicated that Director Zopp was not physically present at the meeting, but would be attending the meeting via teleconference call.

Director Zopp confirmed her presence.

**Director Muñoz, seconded by Director Greenspan, moved to allow Director Zopp to participate as a voting member in the meeting telephonically. THE MOTION CARRIED UNANIMOUSLY.**

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**APPROVAL OF THE MINUTES OF THE MEETING OF THE  
COOK COUNTY HEALTH AND HOSPITALS SYSTEM  
BOARD OF DIRECTORS OF THURSDAY, OCTOBER 30, 2008 AT 7:30 A.M.**

**Director Lyne, seconded by Director Golden, moved to approve the minutes of the meeting of the Cook County Health and Hospitals System Board of Directors of Thursday, October 30, 2008. THE MOTION CARRIED UNANIMOUSLY.**

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REPORT FROM SYSTEM BOARD CHAIRMAN WARREN L. BATTS

Chairman Batts provided information or updates on the following subjects.

*Update on 2009 Budget*

Chairman Batts informed the Board that the System's 2009 Budget had been received by the County Commissioners and was forwarded without any amendments to the President for inclusion in the 2009 Proposed Budget for the County.

*Meeting with Stroger Attending Physicians and the Department of Medicine*

Chairman Batts stated that a meeting was held with medical staff, including attending physicians from John H. Stroger, Jr. Hospital of Cook County and the Department of Medicine. Several questions were raised, including those relating to positions that may be eliminated and relating to the question of individual physician contracts.

*Meeting with Chicago Tribune Editorial Board*

A meeting was held with the Chicago Tribune Editorial Board; among those attending were Chairman Batts, Director Carvalho and David Small, Interim Chief Executive Officer of the Cook County Health and Hospitals System.

*Assistance with Strategic Planning and Public Relations Efforts*

Chairman Batts informed the Board that some entities, such as the Civic Committee, have offered their assistance to the System Board. These entities will be contacted for their assistance in putting together data for Strategic Planning efforts, and for press relations.

A meeting is expected to be held in the near future between Chairman Batts, Mr. Small, Marcel Bright, Director of Communications at John H. Stroger, Jr. Hospital of Cook County, and an individual who may be willing to assist with the development of a public relations program.

Chairman Batts added that he and Mr. Bright met with the County's Director of Public Relations; additional assistance was volunteered from the County's public relations area, which would be routed through Mr. Bright.

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REPORT FROM THE SYSTEM INTERIM CHIEF EXECUTIVE OFFICER DAVID R. SMALL

Mr. Small presented information or updates on the following subjects.

*Requests for Proposals (RFP) in Development*

Mr. Small provided an update on RFPs in development. These include those relating to internal auditing consulting, strategic planning consulting, and operations improvement/project management consulting. He added that with regard to immediate strategic planning assistance, a contract under \$25,000 had been entered into with Michael Koetting, PhD.

*Update on Development of Procurement Policy*

Mr. Small provided an update on the current status of the development of the System's Procurement Policy. He stated that the State's Attorney's Office is undergoing a detailed review to ensure that this policy is compliant with County Ordinances while establishing maximum flexibility for the System Board's needs.

*Purchasing Issues*

Mr. Small provided an update on the status of purchasing issues, including those relating to the issuance of purchase orders, processing of invoices and the delays in processing of capital equipment, such as information technology equipment. With regard to the delays in processing of capital requests, he stated that he will present a report to the Finance Committee listing these capital requests and their status at the meeting of November 24<sup>th</sup>.

*Variance Reporting (Dashboard Report)*

Mr. Small provided information relating to variance reporting. He stated that this information will be discussed at the Quality and Patient Safety Committee on a regular basis. He added that Pitt Calkin, Interim Chief Financial Officer of the Cook County Health and Hospitals System, is meeting with a benchmarking consultant to further refine and enhance these dashboards.

In response to questions from Directors Carvalho and Greenspan on the data presented on core quality measures, Mr. Small replied that the information will be reviewed in detail at the Quality and Patient Safety Committee; additionally, he stated that he will revisit the data to ensure its accuracy<sup>1</sup>.

Director Muñoz added that he would like to see the methodology of the data collection, especially with regard to language barriers; those individuals collecting the data should appear before the Board to explain the methodology<sup>2</sup>.

Mr. Small replied that this will be an agenda item at a future meeting.

*Update on Other Projects*

Mr. Small stated provided updates on the following projects: consolidation of surgical services; benchmarking; determination of outpatient service capacity; nurse staffing improvement strategies; and patient referral collaboration with the University of Chicago.

*Update on State Plan Amendment/DSH Funding*

Mr. Small stated that it still appears that by early December, the Centers for Medicare and Medicaid Services (CMS) will hopefully grant approval to the state plan amendment.

*Medicaid Outpatient Hospital Services Rule*

Mr. Small explained that the Bush Administration issued last week its proposed Medicaid Outpatient Hospital Services Rule, which had not been published at the time the moratorium was approved by Congress. It has now been published, and is due to go into effect in the first week of December.

Matt Powers, of Health Management Associates, and Randall Mark, Director of Policy Analysis for the Cook County Health and Hospitals System, provided additional detailed information on the subject.

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COMMITTEE REPORTS

Quality and Patient Safety Committee.....Meeting of 10-21-08\*  
(Deferred on October 30, 2008)

\* note: Medical Staff Appointments/Re-appointments/Changes were approved by the  
Quality and Patient Safety Committee at this meeting.

**The Report of the Quality and Patient Safety Committee for the meeting of October 21, 2008 was deferred.**

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COMMITTEE REPORTS

Human Resources Committee.....Meeting of 11-06-08

**Director Zopp, seconded by Director Lyne, moved to approve the Report of the Human Resources Committee for the meeting of November 6, 2008. THE MOTION CARRIED UNANIMOUSLY.**

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COMMITTEE REPORTS

Finance Committee.....Meeting of 11-06-08\*

\* note: Contracts and Procurement Items were approved, as amended, by the Finance  
Committee at this meeting.

**Director Carvalho, seconded by Director Butler, moved to approve the Report of the Finance Committee for the meeting of November 6, 2008. THE MOTION CARRIED UNANIMOUSLY.**

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Update on Currently Approved Capital and Facilities Projects and  
Update on Facility Master Plans for the Three Hospital Campuses

Bruce Washington, Director of the Cook County Office of Capital Planning and Policy, presented an update on currently approved capital and facilities projects. Additionally, he presented an update on facility master plans for the three hospital campuses.

Discussion took place on the status of the Master Plan for the John H. Stroger, Jr. Hospital Campus. Several questions were raised and information was provided with regard to the old Cook County Hospital building.

In response to a question from Director Carvalho regarding plans for Fantus Clinic, Mr. Washington stated that plans for both Fantus Clinic and Oak Forest Hospital have been delayed in order to allow for the System Board to participate in the decision-making process.

Chairman Batts thanked Mr. Washington for his presentation, and stated that the Board would like to invite him back to address additional questions at a future meeting, and to address long-term plans with regard to Fantus Clinic and Oak Forest Hospital. Director Carvalho added that Strategic Planning discussions have included Provident Hospital; long-term planning discussions should include Provident Hospital.

Mr. Washington added that due to the budget, they are revisiting capital projects. There are some that the Board may choose to postpone; prioritization may be necessary. In response to a question from Mr. Small regarding who would be determining the priority of these projects, Mr. Washington stated that his intent was to get the System's concurrence on prioritization of projects.

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Review and Discussion of 2009 Meeting Dates  
for the Board of Directors of the Cook County Health and Hospitals System

Thursday, January 15, 2009 at 7:30 A.M.  
Friday, January 30, 2009 at 7:30 A.M.  
Thursday, February 26, 2009 at 7:30 A.M.  
Friday, March 13, 2009 at 7:30 A.M.  
Thursday, April 9, 2009 at 7:30 A.M.  
Friday, April 24, 2009 at 7:30 A.M.  
Friday, May 22, 2009 at 7:30 A.M.  
Thursday, June 4, 2009 at 7:30 A.M.  
Friday, June 26, 2009 at 7:30 A.M.  
Thursday, July 16, 2009 at 7:30 A.M.  
Wednesday, August 12, 2009 at 7:30 A.M.  
Wednesday, August 26, 2009 at 7:30 A.M.  
Friday, September 25, 2009 at 7:30 A.M.  
Wednesday, October 7, 2009 at 7:30 A.M.  
Thursday, November 5, 2009 at 7:30 A.M.  
Thursday, November 19, 2009 at 7:30 A.M.  
Friday, December 18, 2009 at 7:30 A.M.

The meeting pattern for 2009 is generally based upon a 2 week, 4 week, 2 week, 4 week pattern. For those periods in which there is a four-week lapse between meetings, Chairman Batts proposed that a telephonic meeting be held to update Board members on any issues that may need to be discussed.

**Director Lyne, seconded by Director Greenspan, moved to accept the Proposed 2009 Meeting Dates for the Board of Directors of the Cook County Health and Hospitals System. THE MOTION CARRIED UNANIMOUSLY.**

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Update from Ad Hoc Strategic Planning Committee

Director Greenspan reminded the Board that the Strategic Planning meeting will be held on the following day, November 14, 2008 at 3:00 P.M., at the UIC Student Center West, 828 S. Wolcott Avenue, 2nd floor, Chicago Room A. This plenary session will be to introduce the Strategic Planning process to the stakeholders.

Director Carvalho inquired into the resources that will be available for the next stages of the Strategic Planning process.

Director Greenspan stated that the intent is to initiate an open dialogue with the stakeholders to help clarify the questions, which will be addressed by the work groups. As far as team building, he stated that assistance has been offered for the thought processes by all of the major academic centers. With regard to resources, he stated that they are trying to use existing talent in the strategic planning efforts; additionally, as mentioned in Mr. Small's update, they have secured the services of Michael Koetting, PhD, to assist in these efforts.

Monthly reporting to the Board is expected, to update on the progress made in addressing each of the critical questions identified; quarterly meetings will take place with the stakeholders, hopefully starting in January. The following meeting in March will target proposed goals and objectives.

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UPDATE ON RECRUITMENT EFFORTS FOR THE PERMANENT CHIEF EXECUTIVE OFFICER FOR  
THE COOK COUNTY HEALTH AND HOSPITALS SYSTEM

**Director Greenspan, seconded by Director Muñoz, moved to recess the regular session and convene into closed session, pursuant to an exception to the Illinois Open Meetings Act, 5 ILCS 120/2(c)(17), et seq., which permits closed meetings for consideration of "The recruitment, credentialing, discipline or formal peer review of physicians or other health care professionals for a hospital, or other institution providing medical care, that is operated by the public body." THE MOTION CARRIED UNANIMOUSLY.**

**Director Greenspan, seconded by Director Muñoz, moved to adjourn the closed session and convene into regular session. THE MOTION CARRIED UNANIMOUSLY.**

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PUBLIC COMMENTS

Chairman Batts asked the Secretary to call upon the registered speakers.

Ms. Santana called upon the following registered speaker:

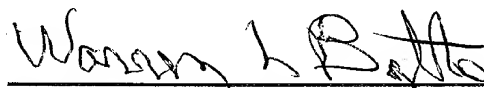
1. Jennifer Busch – Coordinator, SEIU Healthcare Illinois and Indiana

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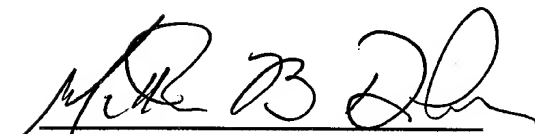
ADJOURNMENT

Director O'Donnell, seconded by Director Lyne, moved to adjourn. **THE MOTION CARRIED UNANIMOUSLY AND THE MEETING ADJOURNED.**

Respectfully submitted,  
Board of Directors of the  
Cook County Health and Hospitals System

  
Warren L. Batts, Chairman

Attest:

  
Matthew B. DeLeon, Secretary

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The following was requested or was indicated as a follow-up item at this meeting:

<sup>1</sup> Follow-up: Revisit data presented for dashboard report, to ensure accuracy. On page 3. (David Small)

<sup>2</sup> For future meeting: Review methodology of data collection for dashboard reporting (include the discussion of language barriers and their potential impact on data). On page 3. (David Small)